

Practice Questions and Solutions for Virtual Coaching Classes

Paper 3: Cost & management accounting

Topic Covered: Budgets & Budgetary Control

Question-1

A department of Company X attains sale of ₹ 6,00,000 at 80 per cent of its normal capacity and its expenses are given below:

Administration costs:	(₹)
Office salaries	90,000
General expenses	2 per cent of sales
Depreciation	7,500
Rates and taxes	8,750
Selling costs:	
Salaries	8 per cent of sales
Travelling expenses	2 per cent of sales
Sales office expenses	1 per cent of sales
General expenses	1 per cent of sales
Distribution costs:	
Wages	15,000
Rent	1 per cent of sales
Other expenses	4 per cent of sales

PREPARE flexible administration, selling and distribution costs budget, operating at 90 per cent, 100 per cent and 110 per cent of normal capacity.

Solution:

Flexible Budget of Department....of Company 'X'

	80% (₹)	90% (₹)	100%(₹)	110%(₹)
Sales	6,00,000	6,75,000	7,50,000	8,25,000
Administration Costs:				
Office Salaries (fixed)	90,000	90,000	90,000	90,000
General expenses (2% of Sales)	12,000	13,500	15,000	16,500

BUDGETS & BUDGETARY CONTROL

Depreciation (fixed)	7,500	7,500	7,500	7,500
Rent and rates (fixed)	8,750	8,750	8,750	8,750
(A) Total Adm. Costs	1,18,250	1,19,750	1,21,250	1,22,750
Selling Costs:				
Salaries (8% of sales)	48,000	54,000	60,000	66,000
Travelling expenses (2% of sales)	12,000	13,500	15,000	16,500
Sales office (1% of sales)	6,000	6,750	7,500	8,250
General expenses (1% of sales)	6,000	6,750	7,500	8,250
(B) Total Selling Costs	72,000	81,000	90,000	99,000
Distribution Costs:				
Wages (fixed)	15,000	15,000	15,000	15,000
Rent (1% of sales)	6,000	6,750	7,500	8,250
Other expenses (4% of sales)	24,000	27,000	30,000	33,000
(C) Total Distribution Costs	45,000	48,750	52,500	56,250
Total Costs (A + B + C)	2,35,250	2,49,500	2,63,750	2,78,000

Note: In the absence of information, it has been assumed that office salaries, depreciation, rates and taxes and wages remain the same at 110% level of activity also. However, in practice some of these costs may change if present capacity is exceeded.

Question-2

A single product company estimated its quarter-wise sales for the next year as under:

Quarter	Sales (Units)
I	30,000
II	37,500
III	41,250
IV	45,000

The opening stock of finished goods is 6,000 units and the company expects to maintain the closing stock of finished goods at 12,250 units at the end of the year. The production pattern in each quarter is based on 80% of the sales of the current quarter and 20% of the sales of the next quarter. The company maintains this 20% of sales of next quarter as closing stock of current quarter.

The opening stock of raw materials in the beginning of the year is 10,000 kg. and the closing stock at the end of the year is required to be maintained at 5,000 kg. Each unit of finished output requires 2 kg. of raw materials.

The company proposes to purchase the entire annual requirement of raw materials in the first three quarters in the proportion and at the prices given below:

Quarter	Purchase of raw materials % to total annual requirement in quantity	Price per kg. (₹)
I	30%	2
II	50%	3
III	20%	4

The value of the opening stock of raw materials in the beginning of the year is ₹ 20,000. You are required to PREPARE the following for the next year, quarter wise:

- (i) Production budget (in units).
- (ii) Raw material consumption budget (in quantity).
- (iii) Raw material purchase budget (in quantity and value).
- (iv) Priced stores ledger card of the raw material using First in First out method.

Solution:

Working Note:

Calculation of total annual production

	(Units)
Sales in 4 quarters	1,53,750
Add: Closing balance	12,250
	1,66,000
Less: Opening balance	(6,000)
Total number of units to be produced in the next year	1,60,000

(i) Production Budget (in units)

Quarters	I Units	II Units	III Units	IV Units	Total Units
Sales	30,000	37,500	41,250	45,000	1,53,750
Production in current quarter	24,000	30,000	33,000	36,000	
(80% of the sale of current quarter)					
Production for next quarter (20% of the sale of next quarter)	7,500	8,250	9,000	12,250	
Total production	31,500	38,250	42,000	48,250	1,60,000

(ii) Raw material consumption budget in quantity

Quarters	I	II	III	IV	Total
Units to be produced in each quarter: (A)	31,500	38,250	42,000	48,250	1,60,000
Raw material consumption p.u. (kg.): (B)	2	2	2	2	
Total raw material consumption (Kg.) : (A × B)	63,000	76,500	84,000	96,500	3,20,000

(iii) Raw material purchase budget (in quantity)

	Qty. (kg.)
Raw material required for production	3,20,000
Add : Closing balance of raw material	5,000
	3,25,000
Less : Opening balance	(10,000)
Material to be purchased	3,15,000

Raw material purchase budget (in value)

Quarters	% of annual requirement	Qty. of material	Rate per kg. (₹)	Amount (₹)
(1)	(2)	(3)	(4)	(5)=(3×4)
I	30	94,500 (3,15,000 kg. × 30%)	2	1,89,000

II	50	1,57,500 (3,15,000 kg. × 50%)	3	4,72,500
III	20	63,000 (3,15,000 kg. × 20%)	4	2,52,000
Total		3,15,000		9,13,500

(iv) **Priced Stores Ledger Card**
(of the raw material using FIFO method)

	Quarters											
	I			II			III			IV		
	Kg.	Rate	Value	Kg.	Rate	Value	Kg.	Rate	Value	Kg.	Rate	Value
		(₹)	(₹)		(₹)	(₹)		(₹)	(₹)		(₹)	(₹)
Opening balance	10,000	2	20,000	41,500	2	83,000	1,22,500	3	3,67,500	38,500	3	1,15,500
(A)										63,000	4	2,52,000
Purchases: (B)	94,500	2	1,89,000	1,57,500	3	4,72,500	63,000	4	2,52,000	-	-	-
Consumption: (C)	63,000	2	1,26,000	41,500	2	83,000	84,000	3	2,52,000	38,500	3	1,15,500
				35,000	3	1,05,000				58,000	4	2,32,000
Balance: (D)	41,500	2	83,000	1,22,500	3	3,67,500	38,500	3	1,15,500	5,000	4	20,000
(D) = (A) + (B) - (C)							63,000	4	2,52,000			

Question-3

Float glass Manufacturing Company requires you to PREPARE the Master budget for the next year from the following information:

Sales:

Toughened Glass ₹ 6,00,000

Bent Glass ₹ 2,00,000

Direct material cost 60% of sales

Direct wages 20 workers @ ₹ 150 per month

Factory overheads:

<i>Indirect labour –</i>	
<i>Works manager</i>	₹ 500 per month
<i>Foreman</i>	₹ 400 per month
<i>Stores and spares</i>	2.5% on sales
<i>Depreciation on machinery</i>	₹ 12,600
<i>Light and power</i>	₹ 3,000
<i>Repairs and maintenance</i>	₹ 8,000
<i>Others sundries</i>	10% on direct wages
<i>Administration, selling and distribution expenses</i>	₹ 36,000 per year

Solution:**Master Budget for the year ending**

			(₹)
Sales:			
Toughened Glass			6,00,000
Bent Glass			2,00,000
Total Sales			8,00,000
Less: Cost of production:			
Direct materials (60% of ₹8,00,000)		4,80,000	
Direct wages (20 workers × ₹150 × 12months)		36,000	
Prime Cost		5,16,000	
Fixed Factory Overhead:			
Works manager's salary (500 × 12)	6,000		
Foreman's salary (400 × 12)	4,800		
Depreciation	12,600		
Light and power (assumed fixed)	3,000	26,400	
Variable Factory Overhead:			
Stores and spares	20,000		
Repairs and maintenance	8,000		
Sundry expenses	3,600	31,600	
Works Cost			5,74,000

Gross Profit (Sales – Works cost)	2,26,000
Less: Adm., selling and distribution expenses	36,000
Net Profit	1,90,000

Question-4

Following data is available for DKG and Co:

Standard working hours	8 hours per day of 5 days per week
Maximum capacity	50 employees
Actual working	40 employees
Actual hours expected to be worked per four week	6,400 hours
Std. hours expected to be earned per four weeks	8,000 hours
Actual hours worked in the four- week period	6,000 hours
Standard hours earned in the four- week period	7,000 hours.

The related period is of 4 weeks. In this period there was a one special day holiday due to national event. CALCULATE the following ratios:

(1) Efficiency Ratio, (2) Activity Ratio, (3) Calendar Ratio, (4) Standard Capacity Usage Ratio, (5) Actual Capacity Usage Ratio. (6) Actual Usage of Budgeted Capacity Ratio.

Solution:

Maximum Capacity in a budget period

$$= 50 \text{ Employees} \times 8 \text{ Hrs.} \times 5 \text{ Days} \times 4 \text{ Weeks} = 8,000 \text{ Hrs.}$$

Budgeted Hours

$$40 \text{ Employees} \times 8 \text{ Hrs.} \times 5 \text{ Days} \times 4 \text{ Weeks} = 6,400 \text{ Hrs.}$$

Actual Hrs. = 6,000 Hrs. (given)

Standard Hrs. for Actual Output = 7,000 Hrs.

Budget No. of Days = 20 Days = 20 Days (4 Weeks x 5 Days)

Actual No. of Days = 20 – 1 = 19 Days

$$1. \quad \text{Efficiency Ratio} = \frac{\text{Standard Hrs}}{\text{Actual Hrs}} \times 100 = \frac{7,000 \text{ hours}}{6,000 \text{ hours}} \times 100 = 116.67\%$$

$$2. \quad \text{Activity Ratio} = \frac{\text{Standard Hrs}}{\text{Budgeted Hrs}} \times 100 = \frac{7,000 \text{ hours}}{6,400 \text{ hours}} \times 100 = 109.375\%$$

3. Calendar Ratio = $\frac{\text{Available working days}}{\text{Budgeted working days}} \times 100 = \frac{19 \text{ days}}{20 \text{ days}} \times 100 = 95\%$
4. Standard Capacity Usage Ratio = $\frac{\text{Budgeted Hours}}{\text{Max. possible hours in the budgeted period}} \times 100$
 $= \frac{6,400 \text{ hours}}{8,000 \text{ hours}} \times 100 = 80\%$
5. Actual Capacity Usage Ratio = $\frac{\text{Actual Hours worked}}{\text{Max. possible working hours in a period}} \times 100$
 $= \frac{6,000 \text{ hours}}{8,000 \text{ hours}} \times 100 = 75\%$
6. Actual Usage of Budgeted Capacity Ratio = $\frac{\text{Actual working Hours}}{\text{Budgeted Hours}} \times 100$
 $= \frac{6,000 \text{ hours}}{6,400 \text{ hours}} \times 100 = 93.75\%$

Question-5

During the FY 2019-20, P Limited has produced 60,000 units operating at 50% capacity level. The cost structure at the 50% level of activity is as under:

	(₹)
Direct Material	300 per unit
Direct Wages	100 per unit
Variable Overheads	100 per unit
Direct Expenses	60 per unit
Factory Expenses (25% fixed)	80 per unit
Selling and Distribution Exp. (80% variable)	40 per unit
Office and Administrative Exp. (100% fixed)	20 per unit

The company anticipates that in FY 2020-21, the variable costs will go up by 20% and fixed costs will go up by 15%.

The selling price per unit will increase by 10% to ₹ 880

Required:

- (i) CALCULATE the budgeted profit/ loss for the FY 2019-20.

- (ii) PREPARE an Expense budget on marginal cost basis for the FY 2020-21 for the company at 50% and 60% level of activity and FIND OUT the profits at respective levels.

Solution:

- (i) Calculation of Budgeted profit for the FY 2019-20

	60,000 units	
	Per unit (₹)	Amount (₹)
Sales (A)	800.00	4,80,00,000
Variable Costs:		
- Direct Material	300.00	1,80,00,000
- Direct Wages	100.00	60,00,000
- Variable Overheads	100.00	60,00,000
- Direct Expenses	60.00	36,00,000
- Variable factory expenses (75% of ₹80 p.u.)	60.00	36,00,000
- Variable Selling & Dist. exp. (80% of ₹40 p.u.)	32.00	19,20,000
Total Variable Cost (B)	652.00	3,91,20,000
Contribution (C) = (A – B)	148.00	88,80,000
Fixed Costs:		
- Office and Admin. exp. (100%)	--	12,00,000
- Fixed factory exp. (25%)	--	12,00,000
- Fixed Selling & Dist. exp. (20%)	--	4,80,000
Total Fixed Costs (D)	--	28,80,000
Profit (C – D)	--	60,00,000

- (ii) Expense Budget of P Ltd. for the FY 2020-21 at 50% & 60% level

	60,000 units		72,000 units	
	Per unit (₹)	Amount (₹)	Per unit (₹)	Amount (₹)
Sales (A)	880.00	5,28,00,000	880.00	6,33,60,000
Variable Costs:				
- Direct Material	360.00	2,16,00,000	360.00	2,59,20,000

- Direct Wages	120.00	72,00,000	120.00	86,40,000
- Variable Overheads	120.00	72,00,000	120.00	86,40,000
- Direct Expenses	72.00	43,20,000	72.00	51,84,000
- Variable factory expenses	72.00	43,20,000	72.00	51,84,000
- Variable Selling & Dist. exp.	38.40	23,04,000	38.40	27,64,800
Total Variable Cost (B)	782.40	4,69,44,000	782.40	5,63,32,800
Contribution (C) = (A – B)	97.60	58,56,000	97.60	70,27,200
Fixed Costs:				
- Office and Admin. exp. (100%)	--	13,80,000	--	13,80,000
- Fixed factory exp. (25%)	--	13,80,000	--	13,80,000
- Fixed Selling & Dist. exp. (20%)	--	5,52,000	--	5,52,000
Total Fixed Costs (D)	--	33,12,000	--	33,12,000
Profit (C – D)	--	25,44,000	--	37,15,200

Question-6

G Ltd. manufactures a single product for which market demand exists for additional quantity. Present sales of ₹ 6,00,000 utilises only 60% capacity of the plant. The following data are available:

- (1) Selling price : ₹ 100 per unit
 (2) Variable cost : ₹ 30 per unit
 (3) Semi-variable expenses : ₹ 60,000 fixed + ₹ 5 per unit
 (4) Fixed expenses : ₹ 1,00,000 at present level, estimated to increase by 25% at and above 80% capacity.

You are required to prepare a flexible budget so as to arrive at the operating profit at 60%, 80% and 100% levels.

Solution:**Flexible Budget**

Activity Level	60%	80%	100%
Production (units)	6,000	8,000	10,000

	(₹)	(₹)	(₹)
Sales @ ₹ 100 per unit	6,00,000	8,00,000	10,00,000
Variable Cost (@ ₹ 35 (₹ 30 + ₹ 5) per unit)	2,10,000	2,80,000	3,50,000
Contribution (A)	3,90,000	5,20,000	6,50,000
Fixed Cost (part of semi-variable cost)	60,000	60,000	60,000
Other Fixed Cost	1,00,000	1,25,000	1,25,000
Total Fixed Cost (B)	1,60,000	1,85,000	1,85,000
Operating Profit (A – B)	2,30,000	3,35,000	4,65,000